

PART ONE

ARMY FIELD FEEDING SYSTEM, RESPONSIBILITIES, AND PERSONNEL

CHAPTER 1

ARMY FIELD FEEDING SYSTEM

PURPOSE

The AFFS is a total system which supports battle doctrine through flexibility in feeding methods. It is designed to meet the tactical commander's needs as determined by the METT-T. It furnishes commanders the capability to provide soldiers the right meal at the right place at the right time. The feeding methods, rations, and equipment described herein give commanders feeding options to perform sustained tactical feeding.

CLASS I SUPPLY CONCEPT

Modularly configured theater subsistence distribution activities and subsistence platoons will provide the required personnel and equipment to support the level of subsistence supply required by the AFFS within an operational theater. These units will support all subsistence requirements once the theater has matured sufficiently to accommodate A-Rations forward and the increased B-Ration or H&S-Ration cycle of the AFFS. Subsistence platoons will work under the operational control of GS companies at TA and corps levels. Platoons are organized to provide refrigerated storage and transportation assets to support the A-Ration, B-Ration, or H&S-Ration cycle at GS and DS levels. Teams from the subsistence platoons will operate at the DS RBP. Direct support teams will be under the operational control of the supported DS unit commander while operating in the DS unit's area of operation. This concept will be supported by an automated management

information system that facilitates responsiveness to the requisitioning and flow of Class I supplies throughout the theater.

OPERATIONS

Class I and food operations personnel will be required to support soldiers in areas engaged in operations ranging from humanitarian assistance to full scale war. Due to mission and employment tactics, there are differences in feeding operations between light and heavy divisions, the EAD and EAC, and separate brigades. The AFFS diminishes those differences by providing identical equipment to each type of division. The primary emphasis is on the commander's ability to seize tactical opportunities as they occur. To support these operations, the AFFS provides a variety of equipment to enable commanders to determine the optimal feeding method based on their METT-T. First is the MKT, which is the primary field kitchen authorized to highly mobile units. (The M1948 kitchen tent maybe used by those units without the MKT). Second is the KCLFF, which provides limited capability to prepare hot meals at company or battery levels. An additional variation, referred to as a KCLFF-Enhanced, has a HMWWV and HMT which will be fielded to infantry, armor, and selected field artillery units to provide greater movement capability. The sanitation center will replace the immersion heaters.

Increased Authorizations

The AFFS provides commanders the capability to distribute and prepare one A- or B-Ration meal every day. Each divisional brigade-size unit is authorized a food service technician to manage and oversee the brigade food service program. Additional cooks have been added to the manning of infantry, field artillery, and armor maneuver battalions, separate infantry brigades, and regiments. Modularly configured theater subsistence distribution activities will handle subsistence from port areas to GS units.

Army Policy Changes

Army doctrine or policy places increased reliance on the RCs to provide combat, CS, and CSS capabilities. The key to success is adequate coordination between battalion and brigade S4s, division G4s, and the supporting Class I elements. Commanders must also rely on the managerial and technical expertise of food service warrant officers and senior NCOs to maximize the productivity of personnel and equipment resources provided.

Threat, Vulnerability, and Limitations

Adequate force structure must be available in the theater to operate the subsistence supply system and to prepare the types of meals requested. Equipment and personnel required to provide Class I and food service support to the theater may be targets of opportunity for threat forces and are vulnerable to the entire spectrum of threat attack means. The effects of nuclear, biological, and chemical contamination would seriously impede subsistence distribution and food service operations. Distribution vehicles will be subject to all levels of threat as they traverse the lines of communication from the POD to the forward areas of the division, and possibly brigade support areas. GSUs and DSUs in the corps rear and in the BSAs are key targets of threat operations. DSUs in forward areas (maneuver brigades) have to maintain mobility while resupplying combat forces. Logistics commanders must be flexible. They must react to

demands and maximize the use of throughput distribution to combat trains and combat companies to provide essential supplies continually to units on the battlefield.

Deployment Plans

The RSOP and/or OPORD will provide Class I and food operations personnel with the guidelines on the ration mix for the exercise and/or deployment based on the commander's or units' METT-T. Deployment plans should call for using MREs initially and, as the theater stabilizes, progressing to meal selection from a family of rations that includes the MRE, T-Rations, and the UGR. UGRs provide for cook prepared or heat and serve meals using T-, B-, or A-Ration components. Medical units deployment plans must include the medical B-Ration.

Ration Availability

It must be noted that all types of rations may not be available in each theater at the onset of hostilities. The theater Class I manager (with guidance from the theater commander) must determine the rations to be moved forward using the Push System. When logistics personnel, rations, transportation, and equipment are in place, a Pull System will be implemented. Using the Pull System, the unit places a demand (ration request) and theater support elements react to meet those demands.

MAIN ELEMENTS

As a total system, the AFFS has three main elements. They are a family of rations; equipment to support storage, distribution, and preparation of rations; and personnel to operate the system. This system recognizes the uniqueness of medical units and special considerations required for the health care of soldiers.

FEEDING STANDARD

The field feeding standard is three quality meals each day, with the capability to distribute,

prepare, and serve at least one A- or B-Ration meal per day (METT-T dependent). The family of rations used to support this standard consists of individual meals (MRE, RCW, RLW30) and group meals (UGR B-Rations, UGR H&S-Rations, UGR A-Rations), plus enhancements and supplements. Supplements of bread and milk are required to ensure nutritional adequacy of the T-Ration and UGRs. Enhancements, as detailed in Chapter 3, are issued when authorized to improve variety and acceptability of all rations. The inclusion of one A- or B-Ration meal in the standard of three quality meals per day is based on units having the required personnel and equipment necessary for implementation. Commanders should not attempt to feed the A- or B-Ration meal daily if sufficient personnel and equipment are not available.

Individual Meals

The individual meal is best used when the levels of combat are intense or unit activity precludes the use of a prepared group ration. The individual meal is considered a hot meal when heated using the canteen cup stand, the mounted ration heating device, or the flameless ration heater. Soldiers conducting combat operations (attack, raids, ambushes) in fighting positions or widely dispersed at remote sites represent examples of the right time and place for using the individual meal.

Group Meals

The group meals (H&S, A, B, and UGR) are best used when units are located in more stable or uncontested regions on the battlefield or area of operations. Group meals can be prepared by the heat and serve method (T-Rations) to full scale raw food preparation using a combination of B- and A-Ration components. These meals require more time and resources to prepare and serve and depend upon the logistical capability to deliver all components.

Meal Combination

Combining individual meals and group meals allows the commander to support different battlefield situations. A combination of these two types of meals may be used on a daily basis.

Hospital Patient Feeding

Patients in field hospitals will receive three hot medical B-Ration or A-Ration meals daily. MREs are authorized for patients only in emergency situations when other rations are not available. Perishable supplies will be added to the menu as they become available.

Hospital Staff

The hospital staff follows the theater ration policy unless the capability exists to feed those personnel at an improved standard. When supplies and other resources permit, hospital staff will be fed using the patient standard of three hot medical B-Ration or A-Ration meals per day.

AREA FEEDING

Area feeding is food service support provided by a feeding unit to soldiers of other units in or passing through the vicinity. Feeding responsibility is based on dependency or through task organization. Area feeding is flexible because tasks are organized in planning documents for required cooking resources. Unit commanders, team leaders, and first sergeants coordinate directly with each other. Technical assistance should be obtained from the supporting food service technician during the planning phase. Timely coordination is critical to ensure that adequate subsistence is on hand at the designated feeding unit. The feeding plan and dependency associations should be in the Administration Annex or the Logistics Annex of the operations orders and plans.

Dependency Associations

The AFFS recognizes traditional dependency associations. For example, the division HHC retains

responsibility for feeding the division band and other elements normally in the division headquarters area. Other divisional separate companies, such as the military police and chemical companies, whose missions disperse their elements throughout the division area, will be fed by the division HHC or by the unit to which they are OPCON, in direct support of, or to which they are attached.

Task Organization

The AFFS can also be used during task-organized operations and deployments. Commanders ensure that soldiers are subsisted at the established standard through the use of area feeding, battalion-level feeding, and remote feeding. The food advisor plays a critical role in task-organized or area feeding situations. He must be called on during the earliest possible phases of planning for an operation. Through proper coordination the food advisor can help ensure successful feeding operations during deployments and field operations.

CAPABILITY AND OPPORTUNITY

The system is designed to provide the capability to provide one A- or B-Ration meal per day when tactical and logistical conditions permit. Authorized personnel and equipment within the AFFS are not adequate to provide unlimited A-Ration preparation over a long period of time. Ration availability and METT-T will dictate when the unit can prepare the various types of rations.

Division Feeding

Under the AFFS, divisions have cooks and equipment assigned at battalion level. By assigning resources to the battalions, commanders have the capability to respond to changing tactical situations. One option available is for food to be prepared in the BSA or at the battalion field trains and sent forward to be served. A second option is to send two cooks (equipped with a KCLFF and a HMMWV) forward to support each maneuver company or forward task force's feeding requirements (METT-T dependent). This option provides a choice of cooking some of the food

at the battalion field kitchen and completing the meal with limited food preparation forward in the company trains, or cooking entire meals such as H&S UGRs forward. The battalion commander should control these arrangements through an approved field feeding plan or SOP.

Echelons Above Division

EAD organizations are variable structures. Food service is provided by field feeding teams and detachments based on the strength supported. They have either company-level feeding or battalion-level feeding based upon their configuration of fixed or composite battalion structure. Such a structure aids cross attachment of companies from battalion to battalion or independent operations along with the necessary feeding assets. Fixed structure battalions (artillery, engineers, air defense, and aviation) are treated the same as their divisional counterparts. The food advisor needs to develop the feeding plan and support requests by units.

SUPPORT UNDER ADVERSE CONDITIONS

The AFFS enhances the commander's ability to support soldiers while under adverse conditions. It reduces requirements for labor, water, and fuel and, when utilizing heat and serve options of the UGR, increases kitchen mobility, effectiveness, and responsiveness. This system also reduces the administrative burden on unit commanders and food service personnel. Ration accountability and internal control procedures are in AR 30-21.

Manuals and regulations tell you how a subsistence supply or food service activity should be run, but they cannot tell you exactly what to do in every situation. As a manager, you must make day-to-day decisions on matters which may not be covered by your SOP. In such situations, you should keep the organizational mission foremost in your mind, striving to move subsistence efficiently at the least cost.

The eight principles of internal control discussed below provide a guide that you should follow to help

ensure that your operation works smoothly and eliminate many of your administrative problems.

Documentation. Make sure there is a written SOP for your area of responsibility. As new situations come up, record your actions on a memorandum for record. Then add to your SOP a section that tells what to do when such things happen. Make sure your people have access to the SOP and to the regulations and manuals they need.

Recording of transactions. Receipts, issues, inventories, and other actions having to do with the transfer or accounting for subsistence must be recorded at the time the actions are taken. Never conclude a transaction with an agreement to fill out the paperwork later. Do not postdate documents.

Execution of transactions. No one may requisition or receive supplies without a valid authorization. Keep your file of DD Forms 5977 current. Check all unfamiliar signatures on requisitions and receipts. Do not let anyone sign for the accountable or responsible officer without his consent. Get this consent in writing.

Separation of duties. Do not let one or two people exercise too much control over the paperwork. One person should be authorized to requisition and another to receive. Never let the same person do both. Spot-check documents and follow up on discrepancies aggressively.

Supervision. Know your people and check their work. Make sure they know their jobs and the limits of their authority. Insist they contact you when they do not know what to do. Keep your boss informed. Ensure that regulations are being followed and that these principles are being applied.

Access to resources. Make supplies and paperwork secure. Do not let anyone into storage areas or offices unless they are on official business.

Competent personnel. Train your people. Do not put anyone in a job that he cannot handle. Assign responsibilities based on demonstrated abilities and personal integrity.

Reasonable assurance. No organization can function in an atmosphere of mistrust. Do all that you can to ensure regulations, doctrine, and these principles are being followed. However, do not waste time on unnecessary inspections and documentation.

OPERATIONS OTHER THAN WAR

The primary mission of Class I and food service personnel is to provide food service support to deployed forces. This mission can be expanded to include civilian populations and multinational forces when required, through the deployment of additional personnel and equipment. The adaptability of the AFFS permits it to aid in OOTW, described in FM 100-5, as well as field operations and combat deployments. All methods of feeding and accountability described in this manual may be used by Army, USAR, or ARNG units to support military and any civilian population needing assistance. Class I managers and food advisors will provide assistance at the operations centers and on the ground at RBPs and food preparation areas. Class I managers and food advisors may be required to provide assistance in the development of requirements documents for the contracting of food service support. General guidance for contracting actions is contained in AR 30-1 and FM 10-23-2. METT-T will dictate methods chosen to feed military personnel and the supported civilian population.

FORCE PROVIDER

AFFS equipment and procedures are used as an integral part of the Force Provider system. Force Provider provides a stand alone, increased quality of life capability for soldiers or civilian personnel (when employed in response to requests from US civil authorities). The feeding standard for Force Provider units is three cook prepared meals per day, relying primarily on A- and B-Ration components.

Force Provider will be operated by an autonomous Force Provider company with a mission of furnishing climate controlled billeting, food service, laundry, shower, and morale support activities for up to 3,300 soldiers. The company is modular in

design, consisting of six operating platoons, each capable of independent operations in support of 550 personnel.

The mission of Force Provider is as follows:

- Provide front line soldiers with a brief respite from the rigors of combat.
- Support a task force during theater reception, reconstitution and redeployment.
- Support humanitarian, noncombatant evacuation and disaster relief operations.

See Chapter 5 of this manual for deployment and operation of the Force Provider unit.

ENVIRONMENTAL TRAINING AND INTEGRATION

The Army's environmental vision is to be a national leader in environmental and natural resource stewardship for present and future generations. Environmental stewardship must be an integral part of all deployments and operations. The AFFS will provide required levels of food service support while permitting environmental concerns to be properly addressed.

Soldiers and leaders are expected to serve as the Army's environmental stewards. Recent graduates

of ANCOC, BNCOC, OBC, and OAC have received environmental awareness training. Each has a personal and professional responsibility to understand and support the Army's environmental program. Proper management of resources and protection of our environment must be integrated in all training and operations planning. Specific duties and responsibilities are detailed in TC 5-400.

Commanders must stay current with federal, state, local, and/or host-nation laws regarding environmental concerns. The most stringent requirements must be complied with during all field operations.

OBJECTIVE

The ultimate objective of the AFFS is to provide soldiers the right meal at the right place and at the right time, served hot. By achieving this objective, the AFFS will provide the field commander maximum flexibility to adjust to the METT-T and logistical support available on the battlefield. If a commander forecasts these conditions, soldiers can always have a hot meal of either individual or group rations. This enhances morale, health and welfare, and increases tactical responsiveness and flexibility.